
REQUEST FOR PROPOSALS

0634-219

- Project Title:*** Workload Study
- Estimated Contract Period:*** August 1, 2006 through July 30, 2007. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.
- Mandatory Letters of Intent:*** All Bidders must submit a mandatory Letter of Intent by 5:00 p.m. on June 16, 2006, to continue in the RFP process and be allowed to submit a proposal in response to this RFP.
- Proposal Due Date:*** All Proposals whether mailed or hand delivered must arrive by 5:00 p.m. Pacific Standard time on June 30, 2006. **Faxed bids WILL NOT be accepted.**
- Submit Proposal To:***
- Proposal Delivered by Mail:**
Sheila R. Anderson, RFP Coordinator
Department of Social and Health Services
ASD / Central Contract Services
PO BOX 45811
Olympia, WA 98504-5811
- Proposal delivered by Express / Hand Delivery, Or Courier:**

Sheila R. Anderson, RFP Coordinator
Department of Social and Health Services
ASD / Central Contract Services
4500 10th Avenue SE
Lacey, WA 98503
- Proposal delivered by E-Mail:**
Andersr2@dshs.wa.gov
- DSHS Procurement Website:*** <http://www1.dshs.wa.gov/msa/ccs/>

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SECTION I. INTRODUCTION

A. PURPOSE OF REQUEST FOR PROPOSAL

The Washington State Department of Social and Health Services (DSHS), Children's Administration (CA) seeks proposals from qualified consultants who can work with CA and their contractors to accomplish the following tasks, with the goal of defining reasonable workload standards based wherever possible on best practices in child welfare:

- Conduct a comprehensive measurement of the times spent on current case activities, by program area, type of activity, and staff position, including time spent in case data entry, information processing, retrieval and levels of support staff, administrative and infrastructure, necessary to perform the work of CA.
- Establish a baseline set of time-study data that can support a cost-benefit analysis and "break even" estimate for a new SACWIS system.
- Create a task inventory for each type of case activity and staff position, line and supervisory, validated by CA management and supervisors.
- Develop a reusable prospective workload estimation tool based on best practices and the comprehensive CA practice model.
- Develop a reusable CA workload model capable of generating workload scenarios for different caseloads, staffings, and times per types of case and task.

The goals for the workload study are as follows:

- (1) The primary goal of the workload study should be to understand the required practice activities of child welfare workers, clerical staff and infrastructure support staff in fulfilling their duties.
- (2) A second goal of the workload study should be to understand the time and staff needed to complete all practice activities.
- (3) A third goal of the study is to estimate the time required to engage in child welfare practice that can be considered best practice.
- (4) The final goal is to equip CA with the tools, models and skills necessary to continuously reassess workload based on shifts in factors that influence the provision of child welfare services.

B. BACKGROUND

CA is one of eight administrations within Washington State DSHS. CA administers an integrated service delivery system to protect children, support families and provide children with safe, permanent homes through 44 local Division of Child and Family Services (DCFS) offices in six regions statewide.

The current budgeting methodology used by Washington to allocate funds for the provision of child welfare services is caseload-driven. Such a methodology has the advantage of producing a mechanism for funding workload increases, as defined by a child welfare case. However, because allocations are determined based on case counts, the current methodology acts as a disincentive to integrate recognized best practices into the provision of necessary services (including preventive services) to the State's most vulnerable population.

Although CA's programs and the overall number and complexity of stresses on vulnerable families has changed significantly over the years, the budget and allocation methodology has not been revised to coincide with these changes.

CA has conducted periodic studies of the actual workloads of staff. Current emphasis on best practices by The Federal Child and Family Services Review (CFSR) and its ongoing Program Improvement Plan (PIP), the statewide effort to accredit each of the DCFS offices through the Council on Accreditation, as well as other internal and external directives, calls for a new, comprehensive measurement of workloads for current practices and a prospective look at what workloads could and should be for case activities that are in accord with best practices in the field of child welfare.

CA has very recently embarked on a one year project to define a comprehensive practice model, and the prospective workload study called for in this RFP will be intimately linked to this practice model development effort.

C. PROJECT SCOPE

CA intends to select a consultant under this RFP to conduct a complete workload study and measurement of current times spent on all case-related and supervisory activities, including time spent in case data entry and information processing and retrieval, and to develop a prospective workload model that will be reusable in the future by CA with minimal or no assistance from the consultant.

The purpose of the workload study is to provide the agency with a comprehensive measurement of workloads and the basis for performing a cost-benefit analysis of implementing a new SACWIS system.

The purpose of the prospective workload model is to provide CA with an up-to-date inventory of the expected workload for different tasks and staff positions (line, supervisory and support) based on best practices and the comprehensive CA practice model, and a means of estimating workloads both for the current distribution of FTE's and caseloads in the agency, and for hypothetical scenarios of different distributions of FTE's and types of case activities.

The consultant will be expected to work collaboratively with CA management and supervisors to define categories of work and staff positions and to develop the prospective workload measurement and estimation tools. The consultant will also

be expected to train personnel at CA headquarters and in each of the six DCFS regions throughout the State in the use of the developed workload estimation tools, and to help build internal capacity to maintain and update the tools. These tools will be provided to CA during the project period for unlimited use during the project period and thereafter. The tools will be designed for use with no or minimal ongoing technical assistance from the consultant.

The results of the study will assist CA in determining the number of staff needed in each type of line and supervisory position, as well as support staff – clerical and infrastructure, to adequately and successfully perform duties as required to meet the guidelines of the comprehensive CA practice model, program objectives, external requirements subsequent to the Braam panel recommendations, accreditation standards, and Federal requirements as designated by the State of Washington DSHS-CA Program Improvement Plan.

The results of the study will include a baseline to support cost-benefit analysis of a new SACWIS system, meeting the Federal CFSR requirement of determining a “break even” time for implementing a new SACWIS system, and will also include recommendations for devising and implementing an on-going method of measuring case and related activities and reporting caseload and workload information.

D. SPECIFIC CONSIDERATIONS:

Implementation of the comprehensive Children's Administration practice model and SACWIS solution will help CA achieve a higher degree of consistency in practice across the State. In order for the workload study to be relevant, establishing the baseline measures of current practice must account for inter-office variations in practice. Specifically, the baseline measures must represent the workload as it pertains to what CA staff should be doing, rather than what they are doing, to deliver child welfare services. We anticipate that shortcuts or other workarounds implemented to gain efficiencies in various offices could lead to an underestimate of the current workload as described in current policy and practice manuals.

The consultant will measure, by an appropriate method, the current times spent on all case and supervisory activities, by program area and staffing position. The consultant will also examine all routine case activities, as called for by CA policy and procedures, accreditation standards, Federal CFSR results, and recommendations of the Braam panel. In light of these internal and external requirements, the consultant will consider and establish the time needed to engage in these activities.

The agency is particularly interested in an accurate measurement of current times used for information entry, processing and retrieval by line and supervisory staff, and in an accurate estimate of the prospective times needed for these activities once a new SACWIS system is implemented.

The consultant will coordinate wherever possible with the ongoing development of the comprehensive CA practice model, and should incorporate any and all elements of this practice model into the definitions of case activities and estimates of workloads.

The consultant will examine the case activity and workload categories used in the Federal Random Moment Time Sample methodology for estimating workloads and recommend whether it should be used as the basis for a more comprehensive measurement of workloads and definition of case activity categories for the prospective workload model, or whether a modified or different measurement methodology and activity categorization should be used.

The consultant will measure, examine and include all relevant supervisory requirements for best practices, including time spent by line workers in supervision.

The study will include a review of CA documents and data to determine the number of current staff, the expectations of each position, and the number and types of cases managed by the agency.

The study will consider any relevant weighting formulae known from research or other child welfare agencies.

The study will consider any unique circumstances for travel in the State of Washington, particularly for travel in sparsely populated rural areas and traffic congestion in metropolitan areas.

E. DELIVERABLES:

At a minimum, the State expects the consultant to produce and deliver the following work products:

- (1) A **Project Management Plan** within 30 days of project initiation. The Project management Plan should include the following:
 - Timeline for key milestones;
 - Roles and responsibilities for State and vendor staff;
 - Issue and Risk management plan;
 - Decision making and governance process; and
 - Deliverable approval process, including at least 5 days for State review of deliverables.
- (2) A **Project Work Plan** within 30 days of project initiation. The work plan should include a delivery schedule of work products and any expectations of State staff involvement. The work plan must be reviewed and agreed upon by the State project sponsor.
- (3) **Progress reports**. Consultant shall submit written progress reports monthly (or more frequently as requested by the State) to the designated CA project manager. Each progress report shall include information on the progress of at least the following:

- Accomplishment of the required services;
- Whether or not the effort is on schedule (pursuant to the work plan), any difficulties or special problems that have been encountered that have influenced the vendor's ability to maintain the schedule, and what the vendor has done to try to remedy these difficulties or special problems; and
- Preliminary or interim findings.

(4) A **Workload Profile** that represent the baseline of current activities. The profile should include:

- A comprehensive task inventory for different types of cases and different phases of case movement;
- The average number of tasks completed by each type of worker (line social work staff, administrative support, supervisor, manager, etc.);
- The average time duration for specified tasks;
- The average time duration for movement of cases into specified phases of activity;
- Differences in intensity of services for particular cases and phases of case movement;
- Regional or field office differences in significant factors affecting workload;
- Full-time equivalent (FTE) staff requirements by program at the field office, regional, and state level; and
- Temporal changes in caseloads at the field office, regional, and state level.

(5) A **Prospective Workload Model** that describes:

- The types and number of all staff by position, in both regions and the headquarters, for optimal operation;
- Workload measurement tools; and
- The methodology that is user-friendly, easily learned, and adaptable to current or new operational changes.

(6) **Training materials and training** for staff that will use the workload measurement tools, generate scenarios for different staff allocations and activities, and interpret the results.

(7) **Recommendations** for improvement. Using the data from the workload profile and prospective workload model, make recommendations as to where the State could see the most significant gains in efficiency and/or effectiveness based on anticipated changes. This will enable the State to prioritize efforts with the practice model initiative and focus efforts in those areas.

(8) A **Change Control Management Process**. We anticipate that, over the course of the workload study, CA will gain new insight into current practices. This will give rise to the desire to investigate some areas more thoroughly and/or add to the original objectives/scope of the workload study. We request that the vendor provide a process for capturing items of this nature and managing the incorporation of such items into the scope of the project as time and resources permit. Incorporation would be based on mutual agreement between the vendor and CA. If items can not be incorporated in the scope of the workload study, a contract amendment may be pursued.

(9) **Budget Decision Package**. The contractor shall make recommendations for revising the budgeting methodology, including appropriate caseload levels, supportive services, and preventive services, in order to adequately fund the system. This will take the form of collaborating on the development of a budget request, which is a Decision Package in the State of Washington.

F. AREAS OF RESPONSIBILITY

State responsibilities include:

- Conduct an orientation meeting with the vendor within five days of the contract award to discuss issues, concerns, and progress
- Monitor the vendors fiscal expenditures and activities to ensure contract compliance
- Resolve any problems arising between the vendor and the participating State staff
- Inform State staff of the projected evaluation activities and their timelines
- Coordinate with the State staff and vendor in making site visits
- Approve the required deliverables
- Inform stakeholders, for example, the legislature, of the evaluation's progress
- Convene the advisory group as needed

Contractor's responsibilities include:

- Attend an orientation meeting within five days of the award of the contract
- Prepare a memorandum summarizing those issues identified and the agreements reached at the orientation meeting and submit it to the State within five working days from the date of the meeting
- Collaborate with the State and Advisory group to set the evaluation boundaries and to finalize the evaluation methodology
- Vendor shall meet on an as needed basis (at least monthly) with the Advisory group to discuss the progress report and other issues as needed.
- Vendor shall submit a draft of the final report to the Advisory group by April 30, 2007.
- Vendor shall provide a verbal summary of the findings in the draft final report to the Advisory group and other relevant State staff. This should be done within three to five days after the delivery of the draft final report at a time and place designated by the State project manager.
- Vendor shall be prepared to assist in the presentation of the findings of the study, including its purpose, methods and implications, to legislative committees, if so requested by the State and/or the legislature.
- Complete tasks and deliverables on time
- Coordinate with the State before making site visits
- Coordinate meetings with participating staff
- Maintain confidentiality
- Report fiscal expenditures in a mutually agreed format.

G. MINIMUM QUALIFICATIONS

Interested parties should possess the following minimum qualifications to be considered:

- Familiarity with the child welfare services system and other children and family service systems.
- Experience evaluating social service agencies.
- Experience conducting staffing/workload studies, including analyzing existing staffing/workload in organizations and developing standards to be utilized for budget and human resource allocation purposes.
- Experience in collecting, analyzing and integrating data from multiple sources to accomplish the objectives of the study.
- Experience in conducting large, multi-faceted and complicated studies within the time lines allowed for the project, and within the budget designated.
- Experience in determining best practices in service delivery systems.
- Availability for the time frames described in this RFP.

Desirable qualifications:

- Familiarity with Washington's child welfare system.
- Experience in cost and budget analysis evaluations.
- Experience in completing workload measurement evaluations in children's services programs.

H. LETTER OF INTENT

DSHS is requiring Letters of Intent for this RFP, to continue in the RFP process and be allowed to submit a proposal in response to this RFP. If you intend to submit a proposal to this RFP, you should e-mail, fax, or mail a Letter of Intent to the RFP Coordinator by **June 16, 2006**, expressing your interest and intention to bid on this RFP.

I. FUNDING

DSHS has budgeted an amount not to exceed **\$500,000.00** for this project. DSHS may reject any proposal in excess of that amount. Any contract awarded is contingent upon the availability of funding.

J. DEFINITIONS

See Exhibit A, Definitions, for the meaning of certain terms used in this RFP.

SECTION II. GENERAL INFORMATION

A. PROCUREMENT CONTACT INFORMATION

Upon release of this RFP, all communications concerning this RFP must be directed only to the RFP Coordinator listed below. Any communication directed to DSHS staff, or any DSHS consultant, other than the RFP Coordinator may result in disqualification. Any oral communications will be considered unofficial and non-binding to DSHS. Bidders should rely only on written statements issued by the RFP Coordinator.

DSHS RFP Coordinator

Contact:	Sheila R. Anderson, RFP Coordinator Department of Social & Health Services Administrative Services Division / Central Contract Services
Mailing Address:	P.O. Box 45811 Olympia, Washington 98504-5811
Physical Address:	4500 10 th Avenue SE Lacey, Washington 98503
Telephone:	(360) 664-6056
FAX:	(360) 664-6184
E-mail Address:	Andersr2@dshs.wa.gov

B. ACCEPTANCE OF RFP TERMS

A Proposal submitted in response to this RFP shall be considered a binding offer. Acknowledgement of this condition shall be indicated by signature of an officer of the Bidder legally authorized to execute contractual obligations by submitting with the Proposal a signed Bidder Information, Certificates and Assurances Form attached hereto as Exhibit B. A Bidder must clearly identify and thoroughly explain any variations between its Proposal and DSHS' RFP. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.

C. PROCUREMENT SCHEDULE

The Procurement Schedule outlines the tentative schedule for important action dates and times. DSHS reserves the right to revise this schedule at any time and will post any amended schedules on the DSHS Procurement website.

Figure 1. **PROCUREMENT SCHEDULE**

Item	Action	Date
1.	Issue RFP	May 26, 2006
2.	Last Date for Accepting Bidder Written Questions by 3:00 PM Pacific Standard Time	June 2, 2006
3.	Issue Response to Written Questions No Later Than	June 9, 2006
4.	<u>MANDATORY</u> Letter of Intent Due by 5:00 p.m. Pacific Standard time	June 16, 2006
5.	Proposal Submission Due by 5:00 p.m. Pacific Standard time	June 30, 2006
6.	Proposal Evaluation	July 10, 2006 – July 11, 2006
7.	Oral Presentations, If Required	July 17, 2006
8.	Notify Apparently Successful Bidder	July 19, 2006
9.	Notify Unsuccessful Bidders	July 19, 2006
10.	Begin Contract Negotiations	July 19, 2006
11.	Bidder's Request for Debriefing Due by 5:00PM	July 21, 2006
12.	Hold Debriefing Conferences	July 24, 2006
13.	Bidders' Protest(s) Due	July 31, 2006
14.	File Contract with OFM	July 24, 2006
15.	Contract Start Date	August 7, 2006

D. CONTRACT

DSHS intends to award ***one contract*** to provide the services described in this RFP.

The Contract term shall be ***12 months*** commencing upon the date of execution of the contract by DSHS. The contract may be extended for a term of up to one year. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington.

Bidders should familiarize themselves with the requirements prior to submitting a Proposal.

E. INSURANCE

The Apparently Successful Bidder must comply with the insurance requirements identified in the sample contract attached hereto as Exhibit C.

F. CONTRACT AMENDMENT

Additional services that are appropriate to the scope of this RFP, as determined by DSHS, may be added to the resulting Contract by a written amendment mutually agreed to and executed by both parties.

G. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Materials submitted in response to this RFP shall become the property of DSHS. All proposals, quotes, lists, evaluation documents and other documents that make up this Procurement shall remain confidential until 1) DSHS makes it available to the public pursuant to RCW 42.17, or 2) the contract, if any, resulting from this RFP is signed by DSHS and the Apparently Successful Bidder. Thereafter, the proposals shall be deemed public records as defined in RCW 42.17.

Bidder's proposal must include a statement on the Letter of Submittal identifying each page of your proposal which contains any proprietary information. Each page claimed to be proprietary must be clearly marked by printing the word "Proprietary" on the lower right hand corner of each page which contains any proprietary information.

If DSHS receives a request to view or copy your proposal, DSHS will respond according to applicable law and DSHS policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in your proposal without giving you ten (10) days notice for you to seek a court injunction against the disclosure. You may not mark your entire proposal proprietary.

H. WRITTEN REPRESENTATIONS

Proposals should be based on the material contained in this RFP, any related amendment(s), and any questions and answers directed through the RFP Coordinator.

I. QUESTIONS AND ANSWERS

Bidders should e-mail written questions to the RFP Coordinator. Early submission of questions is encouraged. Questions will be accepted until the date set forth in the Procurement Schedule. Questions and Answers will be on the DSHS Procurement website.

J. RFP AMENDMENTS

DSHS reserves the right, at any time before execution of a contract, to amend all or a portion of this RFP. Amendments will be posted on the DSHS

Procurements Web site, if applicable. If there is any conflict between amendments or between an amendment and the RFP, whichever document was issued last in time shall be controlling.

K. RETRACTION OF THIS RFP

DSHS and the State of Washington are not obligated to contract for the services specified in this RFP. DSHS reserves the right to retract this RFP in whole, or in part, at any time without penalty.

L. SUBMISSION OF PROPOSALS

Proposals must be prepared and submitted no later than the proposal submission date and time specified in the Procurement Schedule. The proposal is to be sent to the RFP Coordinator, either by mail, hand delivery, or e-mail at the address specified in Section II.A., Procurement Contact Information.

An electronic version (soft-copy) of the proposal also must be submitted to the RFP coordinator either by e-mail or compact disc (if submitting a binder-hard copy proposal). DSHS will not accept any proposal submitted by fax.

You should allow sufficient time to ensure timely receipt by the RFP Coordinator. You assume the risk for the method of delivery and for any delay in the mailing or delivery of your proposal.

DSHS reserves the right to disqualify any proposal and withdraw it from consideration if it is received after the proposal submission due date and time. All proposals and any accompanying documentation become the property of DSHS and will not be returned.

M. NONRESPONSIVE PROPOSALS

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. DSHS may reject or withdraw your proposal at any time as nonresponsive for any of the following reasons:

- Incomplete proposal;
- Submission of alternative proposals;
- Failure to comply with any part of this RFP or any exhibit to this RFP; or
- Submission of incorrect, misleading, or false information.

N. PROPOSING ON FUTURE WORK

Vendors that submit proposals for this workload study will not be prohibited from bidding on other RFPs associated with the State's SACWIS procurement.

O. MINOR IRREGULARITIES

DSHS may waive minor administrative irregularities related to any proposal.

P. COST TO PROPOSE

DSHS will not be liable for any costs incurred by the Bidder in preparing, submitting or presenting a proposal for this RFP.

Q. JOINT PROPOSALS

If you submitted a joint proposal, with one or more other bidders, you must designate the prime bidder. The prime bidder will be DSHS's sole point of contact, will sign the contract and any amendments, and will bear sole responsibility for performance under the contract.

R. EXHIBITS

Exhibits to this RFP are:

- Exhibit A - Definitions
- Exhibit B - Bidder Information, Certifications and Assurances Form
- Exhibit C – Sample Contract

You should be sure that you have downloaded a complete copy of this RFP and all attached exhibits, as listed above. The procurement documents can be accessed at <http://www1.dshs.wa.gov/msa/ccs/> . If you are unable to download the documents, you should contact the RFP Coordinator.

It is not a ground for protest if your copy of this RFP should be missing any exhibit or pages of the RFP.

S. WITHDRAWAL OF PROPOSALS

After a Proposal has been submitted, Bidders may withdraw a proposal at any time up to the proposal submission date and time specified in the Procurement Schedule. A written request signed by an authorized representative of the Bidder must be submitted to the RFP Coordinator. After withdrawing a previously submitted proposal, the Bidder may submit another proposal at any time up to the proposal submission date and time.

T. NOTIFY APPARENTLY SUCCESSFUL BIDDER

DSHS will notify the Apparently Successful Bidder on or about the date and time specified in the Procurement Schedule of the selection of the Apparently Successful Bidder by written notice via mail, e-mail and/or fax. DSHS will notify separately the Unsuccessful Bidders on or about the date and time specified in the Procurement Schedule of the non-selection of the Unsuccessful Bidder by written notice via mail, e-mail and/or fax.

U. BIDDER DEBRIEFING CONFERENCE

If DSHS does not select your proposal, you may request a debriefing conference. You must submit your request in writing to the RFP Coordinator by e-mail, mail or fax by the date specified in the Procurement Schedule, Section II.C., Figure 1.

Debriefing conferences will be held on July 24th, 2006. The debriefing conference may be conducted either in person or by telephone and will be scheduled for a maximum of one hour.

Discussion at the debriefing conference will be limited to the following:

- Evaluation and scoring of your proposal;
- Critique of your proposal based on evaluators' comments; and
- Review of your final score in comparison with other Bidders' final scores without identifying the Bidders.

Identification of the other Bidders, their proposals or evaluations, will not be allowed.

V. PROTEST

Protests may be made only after DSHS has sent notification to the Apparently Successful Bidder and to the unsuccessful bidders. In order to submit a protest under this RFP, a Bidder must have submitted a Proposal for this RFP, and have requested and participated in a debriefing conference. It is the sole administrative remedy available within DSHS. The following is the process for filing a protest.

1. GROUNDS FOR PROTEST

A protest may be made based on these grounds only:

- Arithmetic errors were made by DSHS in computing the score;
- DSHS failed to follow the procedures established in this RFP document, or to follow applicable State or federal laws or regulations; or
- Bias, discrimination, or conflict of interest on the part of an evaluator.

2. PROTEST FORM AND CONTENT

A protest must state all of the facts and arguments upon which the protest is based, and the grounds for your protest. It must be in writing and signed by a person authorized to bind the Bidder to a contractual relationship. At a minimum, the protest must include:

- The name of the protesting Bidder, mailing address and phone number, and the name of the individual responsible for submission of the protest;

- The RFP number and name of the issuing agency;
- A detailed and complete statement of the specific action(s) by DSHS under protest;
- The grounds for the protest; and
- Description of the relief or corrective action requested.

You may attach to your protest any documentation you offer to support your protest.

3. SUBMITTING A PROTEST

Your protest must be in writing and must be signed. You must mail or hand deliver your protest to the RFP Coordinator using the same mailing or delivery address provided in this RFP for submitting your proposal. *Protests may not be submitted by fax or email.* DSHS must receive the written protest within **five (5)** business days after the debriefing conference.

4. PROTEST PROCESS

The RFP Coordinator will forward your protest to the DSHS designated Protest Coordinator with copies of the following:

- This RFP and any amendments;
- Your proposal;
- The evaluators' scoring sheets; and
- Any other documents showing evaluation and scoring of your proposal.

DSHS will follow these procedures in reviewing your protest:

- DSHS will conduct an objective review of your protest, based on the contents of your written protest and the above materials provided by the RFP Coordinator.
- DSHS will send you a written decision within five (5) business days after DSHS receives your protest, unless more time is required to review the protest and make a determination. The protesting Bidder will be notified by the RFP Coordinator if additional time is necessary.

DSHS will make a final determination of your protest and will either:

- 1) Find that your protest lacks merit and uphold DSHS's actions;
- 2) Find that any errors in the RFP process or in DSHS's conduct did not influence the outcome of the RFP, and uphold DSHS's actions; or

- 3) Find merit in the protest and provide options for corrective action by DSHS which may include:
 - That DSHS correct any errors and re-evaluate all proposals affected by its determination of the protest;
 - That DSHS reissue the RFP document; or
 - That DSHS make other findings and take such other action as may be appropriate.

W. EXECUTION OF THE CONTRACT

If you are the Apparently Successful Bidder, you will be expected to sign a contract with DSHS and any subsequent amendments that may be required to address specific work or services as needed. A sample contract is attached as Exhibit C.

DSHS reserves the right to negotiate the specific wording of the Statement of Work, based on the requirements of this RFP and the terms of your proposal.

If you fail or refuse to sign the contract or any subsequent amendment within ten (10) business days of delivery to you, DSHS may elect to cancel the award and may award the contract to the next-highest ranked finalist.

Any subcontracts necessary to perform the contract shall be subject to the prior written approval of DSHS.

If at contract award or anytime thereafter any specifically named individual(s) identified in the Proposal to work on this engagement are not available, DSHS has the right to approve or reject any change in Contractor personnel.

X. STATE OWNERSHIP OF PRODUCTS

The State of Washington will have all ownership rights to the tools, and associated documentation designed, developed or deployed during this effort. The Federal government will be granted a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and authorize others to use for Federal government purposes all tools and other documentation produced under this contract.

SECTION III. PROPOSAL CONTENTS

A. PROPOSAL CONTENTS

The major sections of the proposal to be submitted are:

- Table of Contents
- Section 1: Administrative Requirements.
- Section 2: Project Description
- Section 3: Budget

Proposals must provide information in the same order as presented in this document with the same headings. The questions or required response for each of the sections are described below in Sections III.E to III.G. All questions must be answered and all items must be included as part of the proposal for the proposal to be considered responsive, even though certain items may not be scored.

B. FORMAT OF PROPOSAL

E-MAIL FORMAT

- Electronic Proposals must be sent as attachments to an email sent to the RFP Coordinator at the E-mail Address identified in Section II.A Procurement Contact Information. To facilitate printing, electronic proposals should follow the print ready format and structure below and as described in Section III.A Proposal Contents.
- Your email subject to the RFP Coordinator should state "Proposal to RFP #0634-219; "**Workload Study**" followed by your name.
- The attachments' filenames shall be the Bidder's name followed by the contents of the attachment, and then volume number identified if there is more than one attachment.

E-MAIL PRINT READY FORMAT

- E-mailed proposals must be formatted to print on standard eight and one-half by eleven inch (8 ½" x 11") paper.
- A font size not less than 12 point must be used.
- Documents attached to your e-mailed proposal shall state RFQQ #0634-199, **Workload Study**, and your name on the first page of each document, and displayed as a footer of each documents' page.

BINDER-HARD COPY FORMAT

- Proposals must be submitted on standard eight and one-half by eleven inch (8 ½" x 11") white paper.
- A font size not less than 12 point must be used.
- Proposals must be submitted in separate three-ring binders as specified in Section III.C., Number of Proposal Binders, with tabs separating the major sections of the Proposal.
- Identify each proposal binder by stating the following on the front cover of each binder.

Proposal to RFP #0634-219

Workload Study

Your Organization's Name

- In addition, include one soft copy in Microsoft Word 2000 file format or Microsoft Excel 2000 file format if appropriate on a portable media or electronic readable media (Compact Disc (CD-ROM)), with a label on the CD identifying your name and RFP# 0643-219.

C. NUMBER OF PROPOSAL BINDERS

Submit **one** original proposal binder, marked "Original" on the front cover of the binder, and **five** copy proposal binders, marked "Copy" on the front cover of the binder.

D. ADMINISTRATIVE REQUIREMENTS (SECTION1 OF PROPOSAL BINDER)

Please respond to each item in the same order in which they appear.

1. Letter of Submittal

Bidders must submit a prepared and signed submittal letter on Bidder's official business letterhead stationery. The submittal letter must be included as the first page of Section 1. Signing the submittal letter indicates that the Bidder accepts the terms and conditions of RFP# 0634-219.

The Bidder's Letter of Submittal must state the following:

- Name, address, principal place of business, telephone number, fax number, and e-mail address of legal entity or individual with whom contract would be written;
- The name of your contact person for this RFP;
- A detailed list of all materials and enclosures included in your Proposal;

- A list of all RFP amendments downloaded by the Bidder from the DSHS Procurements Web site, if applicable, and listed in order by amendment number and date. If there are no RFP amendments, include a statement to that effect;
- The Bidder's guarantee that its Proposal, as submitted, will remain in full force and effect for 180 days;
- A statement substantiating that the person who signs the letter is authorized to contractually bind the Bidder's firm;
- Identification of the page numbers on the Bidder's Proposal that are marked "Proprietary or Confidential" Information; and
- Any statements you wish to convey to the RFP Coordinator, including any variations between your proposal and the RFP.

2. Bidder Information, Certificates and Assurances Form

A completed Bidder Information, Certificates and Assurances Form
Exhibit B. Please sign and include any attachments that are necessary.

3. Reference Section

Provide a list of at least three (3) references of entities for which you have performed similar services. Include the names, telephone numbers, dates of services, and a brief description of the similar services you provided them in the past. References will only be contacted for finalist(s).

E. TECHNICAL PROPOSAL (SECTION 2 OF PROPOSAL BINDER)

Please respond to each question in the same order in which they appear. Based upon your experience, please describe how you would approach this project and meet the objectives of this RFP. In your response, please address how you would approach the following, incorporating each of the desired study results and specific considerations as specified in section I.C. of this RFP:

1. Recommend an Advisory Group composed of State stakeholders to guide the workload study effort.
2. Conduct a comprehensive measurement of current workloads, by program area, case activity, and type of position, for line, supervisory and support staff, including but not limited to:
 - Review of available literature;
 - Review models of and or approaches of other states;
 - Meet with persons from relevant organizations within the State; and
 - Work cooperatively with other contractors.
3. Create a task inventory for each type of prospective case activity and staff position, line and supervisory, validated by CA management and supervisors.
4. Compile and analyze all data and recommend alternative workload/caseload standards (including appropriate caseload levels, supportive services and preventive services) which can be utilized for funding and resource allocation, considering that an appropriate budgeting and funding methodology will provide incentives to achieve desired outcomes.
5. Analyze the impact on the workload of worker experience (i.e., trainee, journeyman, etc.), actual monthly hours available to perform casework activities, and staff turnover.
6. Establish a baseline set of measures that will support a future cost-benefit analysis, based on current and anticipated times for information entry, processing and retrieval, for implementation of a new SACWIS system.
7. Develop a reusable CA workload model capable of generating workload scenarios for different caseloads, staffings, and times per types of case and task. Develop and recommend the mechanism to reevaluate and update workload/caseload standards on a perpetual basis to incorporate program changes, legislative mandates, and demographic and societal changes.
8. Train CA staff in the use of the workload model to do future measurements of the same activities that served as inputs to develop the model. If the activities have changed as a result of the comprehensive practice model or implementation of the SACWIS solution, provide instruction as to how new or future activities can be mapped back to the baseline.

Proposers may add to the requirements, upon approval by the advisory group, or propose a different method of achieving the results required, but proposers may not propose anything that would be less than the requirements set forth in the RFP.

(Limit response to 25 pages)

F. MANAGEMENT, EXPERIENCE AND QUALIFICATIONS PROPOSAL (SECTION 3 OF PROPOSAL BINDER)

Please respond to each question in the same order in which they appear.

1. Please state how you meet the minimum qualifications for this RFP, as set forth in Section I.F. of the RFP; describe your experience in the measurement and evaluation of workloads in public agencies; in assessing demand and calculating capacity for particular types of social and case management services delivered by public agencies; and note in particular what experience you have working with governmental agencies and community-based organizations in the area of social or health services, especially services for children.

(Limit response to 2 pages)

2. Please provide a narrative description of specific measurement, evaluation and model development projects similar to the project described in this RFP in which you have participated and explain the role you played and what was achieved. In the narrative, please address each of the specifications below:

- a. Your expertise and experience in design and implementation of prospective workload evaluations and inventories, particularly the design and implementation of methodologies to collect data from automated public agency data systems and in the analysis of the duration and complexity of component tasks within each service.
- b. Your experience and expertise in the design of workload estimation models to specify workloads required to accomplish best practices.
- c. Your expertise and experience in consulting regarding the use of administrative case data for program and practice evaluation.

(Limit response to 4 pages; samples of workload measurement and estimation tools may be provided as separate attachments)

3. Based upon your experience with workload measurement, prospective workload studies, and the field of child welfare, provide a detailed listing of the Key Personnel or team you propose for this engagement, including the titles of staff, team roles (if applicable), and a current resume of each person proposed. Resumes must detail experience with the required skills listed in Section I.F., Minimum Qualifications, of this RFP.

If you intend to subcontract for the provision of any services described in the RFP, please state the names, addresses, qualifications, and experience of all actual or potential subcontractors which you have selected or identified to provide such services, or which you otherwise intend to call upon. State what qualifications and experience you will require of any other subcontractors you may choose.

(Limit your summary response to two pages; more detailed resumes may be included as separate attachments)

G. COST PROPOSAL (SECTION 4 OF PROPOSAL BINDER)

Budget and Budget Narrative

Please submit a detailed budget, and a budget narrative, identifying and explaining all costs and expenses in support of your proposal. The proposal must be inclusive of all costs, including any travel expenses. The cost proposal should present a payment schedule that associates payment with approval of each deliverable described in section I.E.

(Limit response to 5 pages)

SECTION IV. EVALUATION

A. EVALUATION PROCEDURE

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this Procurement and any amendments issued. The evaluation of proposals shall be accomplished by an evaluation team to be designated by DSHS who will be responsible for the review, evaluation and scoring of Bidder proposals. DSHS, at its sole discretion, will select finalists for an oral presentation. If oral presentations are held, evaluators will evaluate and score the oral presentations of bidders selected as finalists.

B. PROPOSAL EVALUATION

Each Proposal will first be screened to determine if the Bidder has complied with appropriate Administrative Requirements and Submittal Instructions. Each Proposal must meet the Administrative Requirements to be eligible to submit a proposal to this RFP. If your proposal does not meet all Administrative Requirements for this RFP, DSHS may consider your proposal nonresponsive and withdraw it from consideration at any time. Evaluators will score all responsive proposals and award points up to the maximum points available for each question.

C. SCORING OF PROPOSALS

The maximum number of evaluation points available is 200.
The Administrative Requirements are evaluated on a pass/fail basis. The following weighting and points will be assigned to the proposal for evaluation purposes:

WRITTEN PROPOSAL

Technical Proposal	<u>35</u> Points
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Experience and Qualifications	<u>45</u> Points
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Cost Proposal	<u>20</u> Points
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Sub-Total (for Written Proposal)	<u>100</u> Points
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Oral Presentations [finalist(s) only]	<u>85</u> Points
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References [finalist(s) only]	<u>15</u> Points
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TOTAL	<u>200</u> Points
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Your sub-total score for the written proposal will be the average of the scores of the evaluators who review your written proposal. Your final Total Evaluation Score will be the average points awarded for your written proposal, your references if applicable, and your oral presentations if applicable

D. EVALUATION OF ORAL PRESENTATIONS

DSHS may, after evaluating the written proposals, elect to schedule oral presentations of the finalists. The RFP Coordinator will notify finalists of the date, time, and location of the oral presentations.

DSHS will select evaluators for the oral presentations based on their qualifications, experience and background relevant to this RFP. These evaluators may include evaluators who reviewed the written proposals or DSHS staff who will work with the successful bidder(s). Evaluators will score the oral presentations in accordance with RFP requirements and evaluation criteria.

E. FINAL DETERMINATION OF APPARENTLY SUCCESSFUL BIDDER(S)

DSHS program staff and/or management may conduct a final review of the evaluation and scoring of finalist(s).

In this final review, DSHS may consider past or current performance of any DSHS contracts by a finalist(s), and any experience of the program or DSHS in working with a finalist(s) under any past or current contract with DSHS.

DSHS management shall make the final determination as to which bidder(s), initially designated as finalist(s), shall be officially selected and notified as the Apparently Successful Bidder(s) under this Procurement.

Exhibit A

Definitions

DEFINITIONS

The following terms which appear in this RFP have the meaning that is defined below for the purposes of this RFP:

- Apparently Successful Bidder - A bidder selected as having submitted a successful proposal, based on the final determination of DSHS management taking into consideration the bidder's final proposal score and which proposals best meet the needs of DSHS. The bidder is considered an "apparently" successful bidder until a contract is finalized and executed.
- Agency – The Department of Social and Health Services is the agency of the State of Washington that is issuing this RFP.
- Bidder - An individual, organization, public or private agency, or other entity submitting a proposal in response to this RFP.
- CFSR – Child and Family Services Review
- Contractor – Individual or Company whose proposal has been accepted by the Agency and is awarded a fully executed, written contract.
- Issue - To mail, post or otherwise release this RFP as a public document to interested parties.
- Key Personnel - Staff being proposed to do the work under this proposal.
- PIP – Program Improvement Plan
- Proposal - All material prepared and assembled by a bidder, and which the bidder submits in response to this RFP.
- Protest - An objection by the bidder, in writing, protesting the results of this RFP, and which complies with all requirements of this RFP.
- RCW - Revised Code of Washington. (All references to RCW chapters or sections shall include any successor, amended, or replacement statute.)
- RFP - Request for Proposals; i.e., this RFP document.
- RFP Coordinator - The person named in this RFP as the RFP Coordinator, or the RFP Coordinator's designee within Central Contract Services. The sole point of contact within DSHS regarding this RFP for potential bidders and other interested parties.
- SACWIS – Statewide Automated Child Welfare Information System
- Statement of Work - A statement of the work or services which the Contractor is to perform under any contract awarded, and which is generally in the form of an exhibit attached to the contract.
- Submit - To deliver to the DSHS RFP Coordinator any of several documents described in this RFP and in the manner specified in this RFP.

- WAC - Washington Administrative Code. (All references to WAC chapters or sections shall include any successor, amended, or replacement regulation.)
- You - The person, agency, or organization requesting a copy of this RFP or submitting a proposal in response to this RFP.

Exhibit B
Bidder Information, Certifications and Assurances Form

STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
CENTRAL CONTRACT SERVICES

BIDDER INFORMATION, CERTIFICATIONS AND ASSURANCES
Request for Proposal (RFP) # _____

Completion of this Bidder Information form is a mandatory requirement for contracting with the Washington Department of Social and Health Services (DSHS). The certifications and assurances contained herein are a required element of the Proposal. **Failure to submit this Bidder Information form or any applicable attachments with your proposal may result in your proposal being rejected as nonresponsive.**

Please Type or Print Legibly:

Bidder Name: _____

Bidder Address: _____

Telephone: _____ Fax Number: _____

Contact Person for the Bidder's proposal: _____

Section A: All Bidders

1. Complete the applicable box:

a. The Bidder is an individual and is a:

☐ Sole Proprietor

You must complete Sections A, B and F.

b. The Bidder is a partnership and is a:

☐ General Partnership

☐ Limited Partnership ☐ Limited Liability Partnership

You must complete Sections A, C and F.

c. The Bidder is a corporation and is a:

☐ For Profit Corporation

☐ Non Profit Corporation

☐ Limited Liability Corporation

You must complete Sections A, D and F.

d. ☐ The Bidder is a public agency, governmental entity, or federally recognized tribe

You must complete Sections A, E and F.

2. The Bidder's Federal Identification number is: _____
3. The Bidder's Washington Uniform Business Identifier (UBI) Number is: _____
To obtain a Washington UBI Number call 360-664-1400.
4. Information concerning the proposed Contract Manager for the Bidder:
- Name: _____
- Work Address: _____
- Work Telephone: _____
- Work Fax: _____
5. Has the Bidder had a contract or work order terminated for default during the last five years?
- ☐ Yes ☐ No
- If yes, attach a signed statement describing the contract, the circumstances surrounding the termination, and the name, address and telephone number of the other party to the contract. DSHS will evaluate the facts and may, at its sole discretion, reject the Bidder's proposal on the ground of its past performance. For the purpose of this question, "termination for default" means notice was given to the Bidder to stop contract work due to nonperformance or poor performance, and the performance issue was either (a) not contested by the Bidder or (b) litigated, finding the Bidder in default.
6. The Bidder declares that all answers and statements made in the Proposal are true and correct.
7. The Bidder certifies that the prices and/or cost data contained in the Bidder's proposal 1) have been determined independently, without consultation, communication or agreement with others for the purpose of restricting competition, and 2) have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before contract award, except to the extent that the Bidder has joined with other individuals or organizations for the purpose of preparing and submitting a joint proposal or unless otherwise required by law.
8. The Bidder's proposal is a firm offer for a period of 180 days following receipt, and it may be accepted by DSHS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 180-day period. In the case of a protest, the Bidder's Proposal will remain valid for 210 days or until the protest is resolved, whichever is later.
9. In preparing this Proposal, the Bidder and/or the Bidder's employees have not been assisted by any current or former DSHS employee whose duties relate (or did relate) to this procurement and who was assisting in other than his or her official, public capacity. If there are any exceptions to these assurances or Bidder has been assisted, identify on a separate page attached to this document each such individual by (a) name, (b) current address and telephone number, (c) current or former position with DSHS, and (d) dates of employment with DSHS; and describe in detail the assistance rendered by that individual.
10. The Bidder acknowledges that DSHS will not reimburse the Bidder for any costs incurred in the preparation of this Proposal. All Proposals become the property of DSHS, and the Bidder claims no proprietary right to the ideas, writings, items or samples.

11. The Bidder acknowledges that any contract(s) awarded as a result of this procurement will incorporate a Statement of Work and General Terms and Conditions substantially similar to the sample contract attached to the procurement document. I certify, on behalf of the Bidder, that the Bidder will comply with these or substantially similar Special Terms and Conditions and General Terms and Conditions if selected as an Apparently Successful Bidder.
12. The Bidder acknowledges that any contract(s) awarded as a result of this procurement will also incorporate Special Terms and Conditions applicable to this procurement as prepared by DSHS. The Bidder acknowledges that it will negotiate in good faith any changes or modifications to any portion of the proposed contract.
13. The Bidder understands that, if selected to contract with DSHS, the Bidder will be required to comply with all applicable state and federal civil rights and other laws. Failure to so comply may result in contract termination. If requested by DSHS, the Bidder agrees to submit additional information about the nondiscrimination policies of the Bidder's organization in advance of or after the contract award.
14. The Bidder' certifies that is has a current Washington Business License, and agrees to promptly provide a copy of the license in the event the Bidder is selected as the Apparently Successful Bidder.
15. No attempt has been made or will be made by the Bidder to induce any other person or firm to submit a proposal for the purpose of restricting competition.

Section B: Sole Proprietors Only

1. I am authorized to sign any contract that may result from this procurement.
2. Is the Bidder or any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?
☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

Section C: Partnerships Only

1. The Bidder is organized under the laws of, and is in good standing with, the State of _____.
2. Attach the following to this Bidder Information form:
 - Name and address of each of the Bidder's General Partners;
 - Name and address of each of the Bidder's Limited Partners; and/or
 - Name and address of each of the Bidder's Limited Liability Partners.
3. Is any General, Limited, or Limited Liability Partner a past or current State of Washington employee?
☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

4. Is any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?

☐ Yes

☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

5. I am authorized to bind the Bidder to a contract, or the name and title of the individual who is authorized to bind the Bidder to a contract and who will be signing any contracts between DSHS and the Bidder is:

Name

Title

Section D: Corporations Only

1. The Bidder is organized under the laws of, and is in good standing with, the State of _____.
2. Attach the following to this Bidder Information form: Name and address of each of the Bidder's Officers and Directors.
3. Is any Officer or Director of the Bidder a past or current State of Washington employee?

☐ Yes

☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

4. Is any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?

☐ Yes

☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

5. I am authorized to bind the Bidder to a contract, or the name and title of the individual who is authorized to bind the Bidder to a contract and who will be signing any contracts between DSHS and the Bidder is:

Name

Title

Section E: Public Agencies Only

1. The Bidder is a "public agency" as defined in Section 39.34.020 RCW and is a:

☐ State Agency

☐ Institution of Higher Learning

- | | |
|--|---|
| <input type="checkbox"/> County | <input type="checkbox"/> Quasi-Governmental |
| <input type="checkbox"/> City | <input type="checkbox"/> Federally Recognized Tribe |
| <input type="checkbox"/> Public School | <input type="checkbox"/> Other: _____ |

2. Is any Manager or Employee of the Bidder Public Agency a past or current State of Washington employee?
- ☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

3. Is any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?
- ☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

4. I am authorized to bind the Bidder to a contract, or the name and title of the individual who is authorized to bind the Bidder to a contract and who will be signing any contracts between DSHS and the Bidder is:

Name

Title

Section F: All Bidders

- By signing below, the Bidder authorizes DSHS to conduct a financial assessment and/or background check of the Bidder if DSHS considers such action necessary or advisable before contracting with the Bidder.
- Under the penalties of perjury of the State of Washington, the undersigned affirms the truthfulness of the statements made herein. The undersigned certifies that the Contractor is now, and shall remain, in compliance with the certifications and assurances contained herein, and agrees that such compliance is a condition precedent to the award and continuation of any related contract(s). The undersigned acknowledges the Bidder's obligation to notify DSHS of any changes in the statements, certifications and assurances made herein.

Signature

Date

Printed or Typed Name

Title